

OFFICE OF  
ENVIRONMENTAL  
INITIATIVES

## ENVIRONMENTAL STRATEGIC WORKPLAN

Fiscal Year  
2008/2009



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*Through education, research,  
and leadership, we  
collaborate towards the  
integration of environmental  
initiatives to support a  
sustainable and balanced  
economy, environment, and  
community.*



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## PURPOSE & APPROACH

### PURPOSE

A strategic planning process was performed in an effort to create a work plan or roadmap that will assist the newly formed Office of Environmental Initiatives in determining structure, focus and purpose. The Scottsdale Office of Environmental Initiatives Strategic Work Plan develops a clear picture of the Office's near future as a City Division dedicated to maintain a high quality of life for our Scottsdale residents, business owners and guests. This Work Plan establishes a path for the Office of Environmental Initiatives to integrate into the City organization as a productive resource for all employees within the first year of operation.

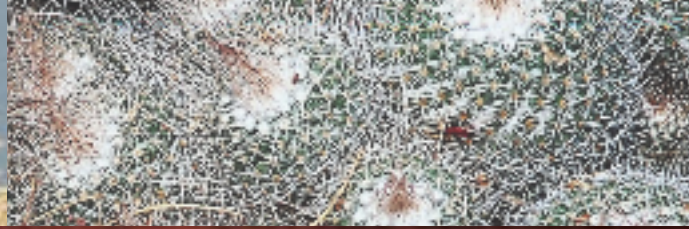
Through Strategic Goals, Objectives, and Strategies, this work plan establishes quantifiable measurements to evaluate successes and identifies milestones between August 2008 and July 2009. At the conclusion of this work plan, the Office of Environmental Initiatives will evaluate its efforts and conduct a mid-range strategic plan to include a purpose, Mission, Vision, and Strategic Goals. This planning process will solicit the involvement of key stakeholders to obtain internal and external perspectives as the Office of Environmental Initiatives solidifies its role within the City organization.

### OBJECTIVES - COMPLETING A STRATEGIC WORK PLAN

The objectives of the Scottsdale Office of Environmental Initiatives (OEI) Strategic Work Plan are:

- Identify the business factors, more commonly known as SWOT analysis, (Strengths, Weaknesses, Opportunities, and Threats) that may inspire OEI over the next 12-months
- Outline OEI's Mission, Vision, Values, and Guiding Principles to lead OEI's management, staff, and volunteers
- Identify and develop an achievable number of strategic objectives for OEI to measure and evaluate success over the next 12-months
- Establish a clear path for the entire City Organization to strengthen our environmental stewardship culture and promote the advancement of environmental sustainability





## ORGANIZATIONAL OVERVIEW

### **HISTORICAL OVERVIEW**

Environmental sustainability is recognized as a fundamental responsibility by the City of Scottsdale and its leaders. This is evidenced through the Mayor and City Council's Mission Statement, City Goals and Employee Values. Over the last two decades in an effort to carry out the Mayor and City Council's Mission, the City of Scottsdale has employed and experienced both a centralized and decentralized approach to environmental sustainability. From 1990 to 2001, an Environmental Affairs Office led by a Chief Environmental Officer focused the City staff's efforts toward environmental stewardship. This centralized approach included educational programs, green building, preservation, environmental compliance, environmental facility design, and energy efficiency. Eventually, this evolved into the Environmental Management Office and was recognized for collaborative efforts with departments throughout the City. As a result of multiple Departments working together, City staff made innovative strides toward cutting energy demands resulting in substantial and reoccurring cost savings for the City.

The Environmental Management Office was dissolved in 2001 which shifted the City's environmental efforts to a decentralized model. Although the Environmental Management Office was disbanded, the City of Scottsdale continued its leadership role through the efforts of its employees. For example, on March 22, 2005, through the efforts of the Environmental Quality Advisory Board, Planning & Development Services, and Municipal Services, the City Council adopted resolution no. 6644 and maintained its national innovative leadership role by becoming the first city in the nation to adopt a LEED Gold standard (Leadership in Energy and Environmental Design) for newly constructed City facilities. Between 2001 and 2008, Environmental initiatives and energy efficiency efforts relied independently on individual employees within the City to include; Planning and Development Services, Solid Waste, Water, Transportation, and Fleet Services. In the absence of the Environmental Management Office, many employees, serving roles in multiple Departments, have continued to create and utilize energy saving and environmentally friendly initiatives that reduce energy demands and protect the environment.

### OFFICE OF ENVIRONMENTAL INITIATIVES BACKGROUND

The Environmental Quality Advisory Board (EQAB) presented a draft of the City's Energy Plan 2007 Update to the City Council during a scheduled work study session on October 9, 2007. During this City Council meeting, it was apparent that the Mayor and Council supported an effort to establish City policy that would ensure environmental and energy sustainability for the City of Scottsdale. The Mayor and Council directed City staff to evaluate the proposed Energy Plan, determine the feasibility and capability of the City to implement these initiatives, and develop an implementation plan. The Energy Plan proposes five primary areas of policy recommendations and 20 action items for a sustainable energy plan.

A thorough feasibility study was conducted to include research, personal interviews, and analysis. Multiple facets pertaining to energy production, consumption, management, and environmental sustainability were identified to include:

- Energy production
- Energy supply
- Energy demand/usage
- Energy cost management
- Renewable energy
- Education (energy & environmental)
- Alternative fuels
- Air Quality
- Technology advancements
- Green building
- Heat island effect
- Greenhouse gases
- Water conservation, supply, consumption, & management
- State & Federal regulations & compliance
- State & Federal legislative initiatives
- Proposed legislative initiatives from other states (trending)
- Citizen supported advocacy initiatives



Energy management and environmental stewardship are important matters within our community, our Country and across the world. The aspects of energy production and consumption is a common theme with mainstream global community interests which include environmental quality, limited supplies of fossil fuels, air quality, water quality, and overall sustainability.

The findings of the feasibility study supported EQAB's recommendation to establish City Policy, measurable objectives, annual reporting, and a team dedicated to environmental and energy initiatives. To accomplish this, it was recommended that the City of Scottsdale utilize current highly qualified City employees and form an Office of Environmental Initiatives. The new Office was designed to embrace and unite decentralized programs and work at a strategic level in supporting the efforts of all Departments in creating a culture of environmental stewardship. The Office of Environmental Initiatives will

have an overarching and specific citywide focus on environmental policy, energy efficiency, and sustainability.

On June 3, 2008, the Scottsdale City Council adopted the Fiscal Year 2008/2009 Budget approving the creation of the Office of Environmental Initiatives. This newly formed Division stems from an organizational restructuring resulting in a sum-zero cost impact to the General Fund Budget. The Planning and Development Services Department reallocated current staff positions and corresponding operating funds to form this new division. The responsibilities of these positions have moved with the individual employees to include the Green Building Program and Environmental Compliance. This minor reorganization unites many aspects of environmental sustainability and improves the City's ability to oversee citywide energy management and produce annual performance reports.



*Energy management and environmental stewardship are important matters within our community, our Country and the across the world.*

Lead by the Chief Environmental Officer, the Office of Environmental Initiatives consists of an Environmental Sustainability Analyst, an Energy Management Coordinator, a Green Building Program Manager, an Environmental Planner and a Planning Specialist. The Office of Environmental Initiatives, acting in a supportive and leadership role, is responsible for collaborating with each department within the City through highly motivated department liaisons. The Office of Environmental Initiatives coordinates with the department liaisons to form a matrix or cross-departmental environmental team. This team represents all aspects of City services when evaluating and implementing environmental legislation, technology, education, and initiatives.

The Office of Environmental Initiatives will maximize City services by creating partnerships with all City departments and outside sustainability organizations, to include Arizona State University's Global Institute of Sustainability, for research, education, legislative analysis, and regulatory compliance.

In addition, the Office of Environmental Initiatives provides City leaders access to a team of highly experienced technical experts when developing City policy and proposing environmental initiatives. Through education, annual reporting, and technical support, this team promotes and fosters a citywide culture which embraces environmental stewardship.





### **INTERIM - MISSION STATEMENT**

Through education, research, and leadership, we collaborate towards the integration of environmental initiatives to support a sustainable and balanced economy, environment, and community.

### **INTERIM - VISION STATEMENT**

Office of Environmental Initiatives is dedicated to the pursuit of collaboration to integrate environmental initiatives as a viable, recognized resource working as a cohesive, productive team focusing on environmental performance and creating a “Sustainable Scottsdale”.

### **SCOTTSDALE EMPLOYEE VALUES**

#### *Plan and Innovate for the Future*

We continuously explore new possibilities and develop unique solutions to common challenges. We take appropriate risks and strive to be innovative in planning for the future. We consider how our work will be sustained by future generations.

#### *Listen, Communicate, Take Action*

At all levels of the organization, we listen to what our customers, our citizens, and our fellow employees have to say. We communicate to ensure we understand what is being said. We take appropriate action to address or resolve issues or concerns.

#### *Respect the Individual*

We believe in the integrity of others and in creating an environment of mutual respect. We value one another, regardless of who we are, what we do, where we work, where we live, where we are from, our ethnicity, age, or gender, because we bring unique perspectives to our jobs and personal lives.

#### *Collaborate as a Team*

We effectively collaborate in formal or informal teams, within and across departments, and with citizens, to accomplish organizational goals and to identify and resolve problems.

#### *Learn & Grow Continuously*

We encourage the learning and applications of new skills and information for improved performance, business results and career growth.

#### *Focus on Quality Customer Service*

We provide quality service and strive to exceed the expectations of our customers.

#### *Be Accountable & Act with Integrity*

We are accountable for our actions and decisions. We have uncompromising integrity. We are responsible for the stewardship of public funds and organizational resources.

#### *Show Caring & Compassion for Others*

We show and share compassion for others (citizens, customers and other employees) in times of need. We believe in helping.



## ANALYSIS OF BUSINESS FACTORS

Within the business environment there are four questions that all organizations must ask before setting Strategic Goals, Objectives, and Strategies. This process is commonly known as Strength, Weakness, Opportunities, and Threat (SWOT) analysis. The following summarizes results of the SWOT analysis conducted during the strategic planning process:

### **INTERNAL FACTORS (STRENGTHS AND WEAKNESSES)**

#### ***Strengths:***

The Scottsdale Office of Environmental Initiatives is comprised of a multifaceted team that provides professional vision and environmental expertise to the Scottsdale organization and community. Individual expertise within the Division consists of Green Building, Energy Management, and Environmental Consulting forming a cohesive team capable of evaluating

various fields of environmental sustainability. With the support of the Scottsdale's elected officials and community, the Office will strive to build upon Scottsdale's tradition of environmental leadership.

To accomplish this, we must embrace open inter-departmental communications and foster collaboration between departments and community. We must continue to recruit and develop employees with diverse environmental backgrounds who echo Scottsdale's val-

ues and culture. In addition, we must foster professional partnerships with other local and regional sustainability organizations. Examples of these organizations would include: Arizona State University's Global Institute of Sustainability, National Leagues of Cities, and the United States Green Building Council to name a few.

- OEI unites a diverse team of employees that provide environmental expertise in the areas of Green Building, Energy



Management, and Environmental Compliance.

- The City of Scottsdale has a strong tradition, reputation, and history of environmental stewardship.
- The City of Scottsdale has maintained a strong collaborative culture within the organization and the community.
- OEI has strong support from Scottsdale's elected City Council and top leadership.
- OEI has strong community support with a large availability of interested and passionate environmental volunteers.
- Scottsdale's global environmental initiatives and interests will be well represented at the

Leadership Team meetings.

- Arizona has an optimal climate and environment for various environmental and energy initiatives.

### **Weaknesses:**

The newly created Scottsdale Office of Environmental Initiatives may face challenges in prioritizing new citywide expectations with staff's current responsibilities and workloads. The Office of Environmental Initiatives team must develop opportunities to maintain strong communications while working as a decentralized team during the recruitment of unfilled positions. In addition, future environmental initiatives must consider

the effects of a slowing economy and limited funding sources.

The Office of Environmental Initiatives may face challenges in its resources and staffing. Availability of funding, communication and consistency throughout the City organization may influence the Office of Environmental Initiatives' methods to promote the advancement of environmental sustainability. The Office must respect the City's history and past experiences while striving to embrace a shared vision for the future.

*What nature delivers to us  
is never stale. Because  
what nature creates has  
eternity in it.*

Isaac Bashevis Singer (1904 - 1991)



- OEI stems from an organizational restructuring resulting in sum zero cost impact to the General Fund Budget. The 08/09 General Fund Budget is limited to essential operations to manage the office and does not incorporate funding to support new initiatives or programs within this fiscal year.
- Prior to the creation of OEI on July 1, 2008, environmental efforts were managed by individual employees throughout the organization. OEI consists of existing full-time employees and budgeted unfilled positions within Planning and Development Services. The existing unfilled budgeted positions require Human Resources assistance to recruit and fully staff OEI. During this process, current employees within the Office must manage existing workloads and new citywide expectations.
- With past City environmental efforts being managed by employees in multiple departments, the newly created OEI will remain decentralized until additional City office space is acquired.
- Past City environmental efforts may have been negatively perceived as “compliance” and “regulatory” measures.
- OEI must work through federal, state and local regulations that may challenge future initiatives.











## ANALYSIS OF BUSINESS FACTORS

### EXTERNAL FACTORS (OPPORTUNITIES AND THREATS)

#### *Opportunities:*

The Scottsdale Office of Environmental Initiatives is affected not only by internal circumstances but a wide variety of external factors. The City of Scottsdale is recognized as a leader in environmental sustainability and with the creation of the Office of Environmental Initiatives, Scottsdale will continue its leadership role into the future.

- The progressive cultural shift of “Going Green” is a popular national trend and an expanding market.
- The proposed Energy Plan 2007 Update provides research and documentation that may reduce energy consumption and improve efficiency.
- Our City’s history of environmental sustainability provides the opportunity to re-visit past accomplishments and build upon prior successes.
- National concerns of global warming/climate change and rising energy costs provides opportunities to explore new energy conservation initiatives.
- New federal and state air quality regulations will assist the City of Scottsdale to reduce vehicle emissions and become a model for our citizens.
- The City of Scottsdale’s 2011 General Plan Update provides an opportunity to evaluate energy efficient building practices.
- Arizona’s unique sunny climate, rising energy costs and the increase public interest in renewable energy production provides an opportunity to evaluate the City’s use of solar energy.
- Private partnerships (ASU, SRP, APS, etc) may provide education and encouragement for employees and citizens to increase efforts in conservation and protecting the environment.
- Environmental champions throughout City departments may assist in citywide efforts to explore other environmental opportunities.



*New federal and state air quality regulations will assist the City of Scottsdale to reduce vehicle emissions and become a model for our citizens.*

**Threats:**

The Scottsdale Office of Environmental Initiatives faces a number of manageable threats to the organization. Unknown future workloads, new state and federal legislation, economic disposition, and inter-departmental communications could pose a challenge.

While striving to maintain its positive standing in the community, the Office must utilize strategies to manage potential threats.

- OEI may be perceived by the organization based on past City environmental efforts.
- The new multifaceted approach within OEI presents an unpredictable future workload.
- New legislation (local, state, & federal) may add to an unpredictable workload.
- Changes in leadership and staff turnover may create difficulty with finding employees within other departments to nurture and continue environmental initiatives.
- Uncertainties based on national, state and local elections may impact the future of environmental matters.
- A slowing U.S. economy may affect the likelihood of finding alternative funding methods for initiatives and pilot programs.
- Environmental activist may add to the unpredictable future workload.
- Costs of “Going Green” have been and continue to be relatively high and unattainable for some citizens.

## STRATEGIC GOALS

Through a process to create an interim Mission and Vision for the Office of Environmental Initiatives and an analysis of business factors produced three strategic goals. These goals, which identify the major areas of focus for the Scottsdale Office of Environmental Initiatives, include A Greener Scottsdale, Administrative Support, and Marketing and Branding.

### STRATEGIC GOALS:

Major areas of focus

### OBJECTIVES:

Programs and processes necessary to support Strategic Goals

### STRATEGIES:

Actions and initiatives necessary to accomplish Objectives





## Strategic Goal #1: A Greener Scottsdale

*A Greener Scottsdale includes the development of community partnerships, environmental programs, and innovative solutions enhancing the quality of life for our residents, visitors, and businesses. This would also be considered the Office of Environmental Initiatives' external focus.*

### OBJECTIVE 1:

#### CITY OF SCOTTSDALE ENVIRONMENTAL EFFORTS

The Office of Environmental Initiatives will establish a clear, concise, and organized plan to manage future public environmental events and lectures. The primary focus of all environmental events and lectures is to promote environmental sustainability and energy conservation.

#### Strategies:

##### 1-1-A:

Determine the feasibility of holding the “Scottsdale 2009 Green Building Expo”. (Anthony Floyd, September 2008)

##### 1-1-B:

Develop a plan to evaluate and create a new “Scottsdale Green Building Expo” that will enhance environmental stewardship and green building practices. (Anthony Floyd, August 2009)

##### 1-1-C:

Plan and administer the Scottsdale Green Building lecture and Solar lecture series for 2008/2009. (Anthony Floyd, November 2008)

##### 1-1-D:

Organize and develop a plan for next years Enviro-Kids Fest. (Andrew Kocisky, October 2008)

##### 1-1-D1:

Implement Enviro-Kids Fest. (Andrew Kocisky, March 2009)

##### 1-1-D2:

Develop “How to Book” for Enviro-Kids Fest. (Andrew Kocisky, May 2009)

## Strategic Goal #1: A Greener Scottsdale



### OBJECTIVE 2:

#### DEVELOP A COHESIVE OFFICE STRATEGY

The Office of Environmental Initiatives will develop a cohesive office strategy to effectively manage environmental initiatives.

#### Strategies :

##### 1-2-A:

Establish weekly reviews to evaluate and strategically prioritize individual workloads to develop a reasonable timeline for upcoming initiatives. (Victor Valliere, September 2008)

##### 1-2-B:

Develop a protocol to manage work that is generated by citizen boards and committees. (Victor Valliere, July 2008)

##### 1-2-C:

Develop a protocol to objectively review and evaluate all environmental initiatives. (Victor Valliere, September 2008)

##### 1-2-D:

Establish a plan in communicating the integration of all environmental programs throughout the City to create a consistent approach throughout the organization. (Anthony Floyd, April 2009)



### OBJECTIVE 3:

#### MAINTAIN AND ENHANCE ALL CURRENT PROGRAMS

The Office of Environmental Initiatives will maintain and evaluate opportunities to enhance existing environmental programs.

#### Strategies :

##### 1-3-A:

Conduct an analysis of the Environmental Management System to assess its continued viability. (Larry Person, October 2008)

##### 1-3-B:

Evaluate and update Green Building Program rating checklist criteria and verification process. (Anthony Floyd, December 2008)

##### 1-3-C:

Develop options to continue the advancement of the Scottsdale Green Building practices towards the private building sector.  
(Anthony Floyd, January 2009)

##### 1-3-D:

Develop an energy plan to reduce energy consumption in City facilities.  
(Energy, June 2009)



## Strategic Goal #1: A Greener Scottsdale



### OBJECTIVE 4:

#### FUTURE INITIATIVES

The Office of Environmental Initiatives will evaluate the feasibility of future initiatives, assist with implementation and continue to advance all City of Scottsdale environmental efforts.

#### Strategies :

##### 1-4-A:

Develop and launch one energy initiative from the energy plan update 2007 list of 20 action items. (Energy, June 2009)

##### 1-4-B:

Evaluate the feasibility of the full implementation of the Energy Plan 2007 Update. (Energy, June 2009)

##### 1-4-C:

Develop and resolve the bottled water initiative plan to eliminate production of City of Scottsdale bottled water.  
(Andrew Kocisky, September 2008)

##### 1-4-D:

Research, test, and launch one successful environmental initiative.  
(Andrew Kocisky, February 2009)

##### 1-4-E:

Identify and implement a new employee orientation training program that teaches environmental stewardship.  
(Andrew Kocisky, October 2008)

1-4-F:

Identify a method to track and measure electricity use among all of the City of Scottsdale facilities. (Energy, June 2009)

1-4-G:

Research and establish the Sustainability Indicators Report to be a meaningful and sustainable document that can be utilized by the organization and citizens. (Andrew Kocisky, June 2009)



1-4-H:

Research and develop a plan to reduce the City of Scottsdale's greenhouse gas emissions. (Energy, June 2009)

1-4-I:

Develop an environmental project management guide to document and track pilot environmental initiatives. (Andrew Kocisky, June 2009)

1-4-J:

Evaluate and implement a construction site recycling initiative to recycle remaining reusable construction waste. (Anthony Floyd, July 2009)

1-4-K:

Research and develop a feasible plan for Scottsdale to implement alternative work schedules. (Victor Valliere, October 2008)

1-4-L:

Complete and distribute the Senate Bill 1552 Dust Brochure for Scottsdale Citizens. (Victor Valliere, September 2008)

## Strategic Goal #2: Administrative Support

*Administrative support is a set of functions that enables the Office of Environmental Initiatives to coordinate with all city departments to ensure programs and activities reflect the City's commitment to environmental stewardship. This would also be considered the Office of Environmental Initiatives' internal focus.*

### OBJECTIVE 1:

#### ESTABLISH ENVIRONMENTAL STAFF DEPARTMENT LIAISONS

The OEI will establish a staff liaison team to evaluate environmental initiatives and maintain communication throughout the organization.

#### Strategies :

##### 2-1-A:

Develop a series of recognition tools to identify the outstanding efforts of individuals within departments. (Larry Person, March 2009)

##### 2-1-B:

Form a strong team of environmental champions from all departments who evaluate past and future environmental initiatives.  
(Andrew Kocisky, January 2009)

##### 2-1-C:

Establish regularly scheduled meetings with the department liaison team.  
(Andrew Kocisky, January 2009)

##### 2-1-D:

Develop and implement a competitive process that will encourage divisions and departments to promote their efforts in environmental stewardship. (Larry Person, March 2009)

##### 2-1-E:

Conduct an evaluation of the EvMS Conformance Task Force to determine the key stakeholders, proper scope of work, and regularly scheduled meetings. (Larry Person, June 2009)

## OBJECTIVE 2:

### MAINTAIN FINANCIAL STEWARDSHIP

The Office of Environmental Initiatives will pursue funding to support existing programs and will explore additional funding sources for future environmental initiatives.

#### Strategies :

##### 2-2-A:

Develop a plan and Fiscal Year Budget for the strategic and efficient use of outside consultants for 2010/11. (Director, August 2009)

##### 2-2-B:

Develop a Fiscal Year 2009/2010 Budget for the OEI.  
(Andrew Kocisky, June 2009)

##### 2-2-C:

Develop alternative funding options to support future potential environmental initiatives. (Andrew Kocisky, August 2009)





## Strategic Goal #2: Administrative Support



### OBJECTIVE 3:

#### DEVELOP TRACKING, MEASURING, & REPORTING METHODS

The Office of Environmental Initiatives will develop tracking, measuring, and reporting methods to efficiently evaluate environmental initiatives.

#### Strategies :

##### 2-3-A:

Develop an annual Environmental Sustainability Indicators Report. (Andrew Kocisky, August 2009)

##### 2-3-B:

Research and develop an annual environmental performance report that measures and reports the effectiveness of citywide environmental initiatives. (Andrew Kocisky, March 2009)

##### 2-3-C:

Develop and implement a tracking system for citywide environmental initiatives. (Joseph Miller, March 2009)

##### 2-3-D:

Complete a Green Building progress report for public and private development with all environmental measures. (Anthony Floyd, March 2009)

#### OBJECTIVE 4:

##### HIRE REMAINING POSITIONS & RELOCATE STAFF TO THE MCKNIGHT BUILDING

The future success of the Office of Environmental Initiatives is dependent on the recruitment of a well trained diverse staff and the relocation of all environmental functions to a centralized office space. The Office of Environmental Initiatives will support Human Resources and actively participate in the hiring process for the remaining positions.



#### Strategies :

##### 2-4-A:

Remain on track with recruiting and hiring new employees for the Director, Energy Management Coordinator, and a Planning Specialist positions to fully staff the Office of Environmental Initiatives.  
(Director, December 2008)

##### 2-4-B:

Evaluate and develop a plan to effectively maintain the existing Environmental Management System. (Larry Person, June 2009)

##### 2-4-C:

Identify roles and responsibilities for all Office of Environmental Initiatives positions and modify job descriptions if necessary.  
(Director, June 2009)

##### 2-4-D:

Develop a continuity book for all positions within the Office of Environmental Initiatives to maintain position consistency.  
(Director, August 2009)

## Strategic Goal #2: Administrative Support



2-4-D1:  
Chief Environmental Officer position continuity book.  
(Director, August 2009)

2-4-D2:  
Environmental Planner position continuity book.  
(Larry Person, August 2009)

2-4-D3:  
Green Building Program Manager position continuity book.  
(Anthony Floyd, August 2009)

2-4-D4:  
Energy Management Coordinator position continuity book.  
(Energy, August 2009)

2-4-D5:  
Environmental Program Specialist position continuity book.  
(Andrew Kocisky, August 2009)

2-4-E:  
Relocate the Office of Environmental Initiatives to a centralized office space in the McKnight Building. (Anthony Floyd, November 2009)

2-4-F:  
Develop a quarterly schedule for the Office of Environmental Initiatives to address progress on environmental initiatives.  
(Victor Valliere, November 2008)







### Strategic Goal #3: Marketing & Branding

*Marketing and branding is essential to Scottsdale's continued recognition as a leader in environmental stewardship. The Office of Environmental Initiatives will engage the community and members of the City organization during the development and implementation of environmental initiatives.*

#### OBJECTIVE 1:

##### INTERNAL MARKETING & BRANDING

The Office of Environmental Initiatives will position and market itself as a resource to all City departments.

#### Strategies :

##### 3-1-A:

Develop a grand opening campaign to introduce the newly formed OEI to the City organization. (Director, January 2009)

##### 3-1-B:

Establish an internal marketing plan to become recognized throughout all departments. (Director, January 2009)

##### 3-1-C:

Develop a logo for the Office of Environmental Initiatives to be recognized internally as well as externally to all citizens.  
(Director, January 2009)

##### 3-1-D:

Develop and implement an OEI intranet site.  
(Joseph Miller, January 2009)

## Strategic Goal #3: Marketing & Branding



### OBJECTIVE 2:

#### EXTERNAL MARKETING & BRANDING

The Office of Environmental Initiatives will promote City of Scottsdale environmental achievements to increase local and national recognition.

#### Strategies :

##### 3-2-A:

Develop a comprehensive marketing plan.  
(Victor Valliere, January 2009)

##### 3-2-B:

Develop an advertising campaign for the Office to raise environmental awareness. (Victor Valliere, January 2009)

##### 3-2-C:

Establish at least one external partnership for a citywide environmental initiative. (Anthony Floyd, August 2009)

##### 3-2-D:

Develop an OEI internet website. (Joseph Miller, January 2009)



### Monitoring Procedures

The following methods will be utilized to monitor progress:

- All employees within OEI will be assigned to specific strategic objectives and are responsible for facilitating, monitoring, and reporting the process.
- OEI members assigned to specific strategic objectives will be recognized as initiative leaders who will provide reasonable objective timeframes and due dates.
- Timeframes, recognized reports and performance measures will be established whenever possible.

### Evaluation Procedures

- Initiative leaders are responsible for insuring that objectives are met within timeframes.
- Initiative leaders will conduct quarterly assessments of plan progress for their areas of responsibility. This assessment will include group and individual discussions with department liaisons responsible for objectives.
- Quarterly assessments will create a quarterly report to Planning and Development Services senior staff.
- Assessments from department liaisons should include adjustments to listed objectives, as needed.

### Annual Plan Update

The Office of Environmental Initiatives will conduct an annual Plan update and analysis in June of each year in preparation for the budget process.

### Communicating the Plan

The Strategic Plan updates shall be communicated to the following groups:

- Mayor and Council
- City Staff
- Office of Environmental Initiatives employees
- Community professional and regional partnerships

TIMELINE	2008				2009							
	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
STRATEGIC GOAL 1: A GREENER SCOTTSDALE												
1-1 City of Scottsdale Environmental Events												
1-2 Develop a Cohesive Office Strategy												
1-3 Maintain & Enhance All Current Programs												
1-4 Future Initiatives												
STRATEGIC GOAL 2: ADMINISTRATIVE SUPPORT												
2-1 Establish Environmental Staff Department Liasions												
2-2 Maintain Financial Stewardship												
2-3 Develop Tracking, Measuring & Reporting Methods												
2-4 Hire Remaining Positions & Relocate Staff												
STRATEGIC GOAL 3: MARKETING & BRANDING												
3-1 Internal Marketing & Branding												
3-2 External Marketing & Branding												



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